



Performance Management Framework (2025/26)

WHO AND WHAT IS THIS FRAMEWORK FOR?

The effective management of performance is a key component of any organisation and is a core part of the Council's overall approach to quality improvement. It encompasses everything the Council does and every employee and elected member.

Elected Members need ...

timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving.

Managers need ...

timely and relevant intelligence to make operational decisions and to make best use of resources to meet citizens' needs and improve outcomes.

Council Employees need ...

timely and relevant intelligence to deliver effective services and manage their own performance.

Citizen's need ...

open, relevant and accurate information to be informed and hold the Council's services and performance to account.

PERFORMANCE MANAGEMENT ACROSS CAPABILITIES

Aberdeen City Council manages a broad and diverse range of services for our citizens and, through these services, aims to support improved outcomes for the people, place and economy of Aberdeen. Citizens engage with and experience council services in diverse ways at different levels. This places a series of different accountabilities for performance on the Council and its workforce.

i. Accountability for Outcomes

The purpose of the Council is to support the vision of the Local Outcome Improvement Plan (LOIP) and ensure Aberdeen is 'a place where all people can prosper, regardless of their background and circumstances.' In order to realise this vision, the LOIP sets long term stretch outcomes and the Council, in turn, defines annual Commissioning Intentions which support the Council's contribution to, and accountability for, delivering those outcomes.

ii. Accountability for Service Performance

The Council delivers services every day to citizens and internal colleagues. It is accountable for ensuring that these services meet citizens' needs; are efficiently managed; and meet performance standards set through legislation, regulation and policy.

iii. Accountability for Improvement

Councils have numerous statutory duties, and within these are clear expectations that local authorities will be accountable for achieving, and reporting against, continuous improvement in the delivery of services. Planned improvements need to be evidence based, systematic and aligned to agreed outcomes.

These different perspectives on accountability each require tailored arrangements to effectively manage performance.

ACCOUNTABILITY FOR OUTCOMES

Ultimately, improving outcomes for the economy, people and place of Aberdeen will be the test of our success. Reaching these outcomes often represents fundamental social, environmental and economic change realised over a range of short, medium and long term.

The LOIP; our Locality Plans; and the Council's Delivery Plan each include key measures which are used to evaluate the extent to which these outcomes have been achieved.

Progress towards outcomes is reviewed jointly with our partners. Through our "[Aberdeen Outcomes Framework](#)" we capture and publicly report movements across all outcomes over time, as well as information on the many improvement projects underway. Through the governance arrangements of Community Planning Aberdeen, performance in achieving outcomes is continuously monitored and assessed, which, in turn, directs future improvement activity. In 2025/26, the Council will monitor and scrutinize the achievement of outcomes through consideration of: -

- the LOIP Annual Performance Report
- Locality Plan Annual Reports
- the Population Needs Assessment
- the Council Delivery Plan – Annual Review
- quarterly reviews of measures relating to the Social Determinants of Health
- quarterly review of progress in delivering our commissioning intentions
- the online publication "Aberdeen Outcomes Framework"
- subject specific reviews of strategies and impact



National Performance Management Framework Context

In Scotland, the Accounts Commission, as an agent of the Scottish Government, has a statutory power to define the performance information that councils must publish for performance comparison and benchmarking purposes, it fulfils this power by issuing a Statutory Performance Information (SPI) Direction to councils.

Subsequent to a period of consultation with local authorities which concluded towards the end of 2024, a renewed SPI Direction, covering the three year period from 2025-26, is now in place, and alongside separate recommendations around public authorities having regard to National Outcomes in carrying out and reporting their work, both of these sets of revised guidance are reflected more holistically in the current Framework, and future reporting intentions.

Aberdeen City Council's Performance Management Framework has consistently taken cognisance of this Direction, and by regular reporting of service performance into the public domain through the committees outlined below, has delivered against this Direction, whilst being open to the opinions expressed by the Commission and Audit Scotland during on-going scrutiny.

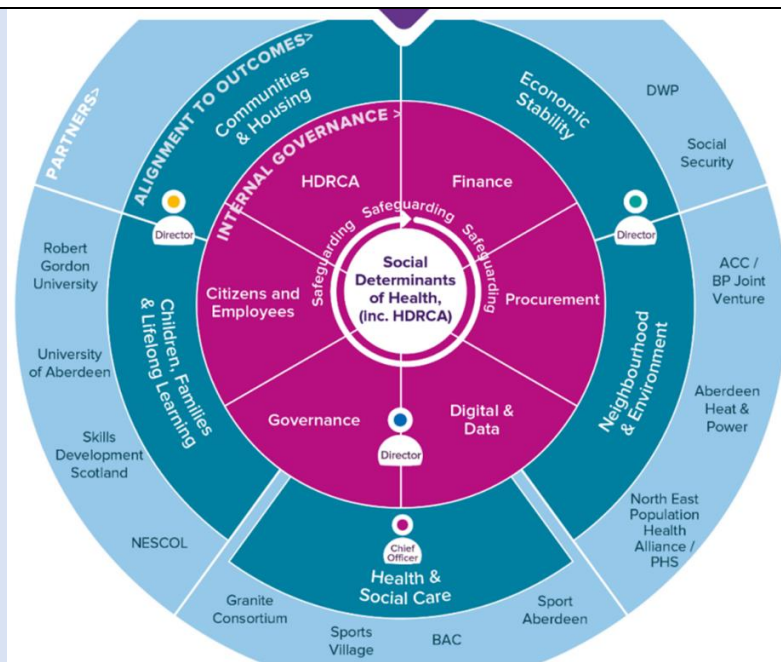
These latter interactions have, in the past year, resulted in additional reflections against/connections with performance data in a variety of strategic level reports which strengthens the Council's evidence base in the context of the Direction.

Heath Determinants Research Collaborative Aberdeen – Outcomes Performance Management

The Social Determinants of Health

In February 2024, the Council agreed revisions to its Target Operating Model (TOM) which, amongst other things, emphasised the importance of taking a health-centred approach to prevention. This reflects that it is local authorities which hold many of the levers which can support population health e.g. transport, education, housing, etc. Through applying these levers, councils affect the social determinants of health. Sometimes referred to as "the causes of the causes."

Based on the World Health Organisation's categorization of social determinants of health, the Council's Target Operating Model now places 5 themes of social determinants at the core of its strategic and organisational planning.



Our performance management arrangements are responding to this emphasis on the social determinants of health, and reporting has been designed bringing together outcomes data in each of these 5 themes.

This is becoming part of our broad approach to monitoring and evaluation, which allows us to understand performance and support strategy development. A key part of this enhanced understanding, supported by information capture, is around how our performance and decision making is addressing inequalities in group outcomes, and whether we are achieving on our aim to address the gradient of health, which states that wealth and health are related.

ACCOUNTABILITY FOR SERVICE PERFORMANCE

Each of the Council's organisational Functions is responsible for the delivery of services to citizens and is accountable for the performance of those services. Monitoring and reporting of ongoing performance are undertaken as follows.

i. Corporate Level Performance Monitoring and Reporting

Accountability for performance in the management of staff and finance is common to all areas of the Council. Monitoring and reporting on these aspects of performance are aggregated to a corporate level.

- | | |
|-----------------------------------|---|
| Council Wide Staff Perspective | - Reported to the Staff Governance Committee |
| Council Wide Finances Perspective | - Reported to the Finance and Resources Committee |

ii. Cluster Level Performance Monitoring and Reporting

Cluster level performance scorecards are structured as shown in the Perspectives graphic below. These show the performance of services in the round. Presentation, and scrutiny of the Key Performance Indicators (KPI) which populate the scorecards are continuously monitored by officers

and regular reporting to Committees, the Council's Performance, Risk and Strategy Boards (where applicable) and its management teams by showing current performance data, as well as relevant contextual analysis to support scrutiny and decision making.

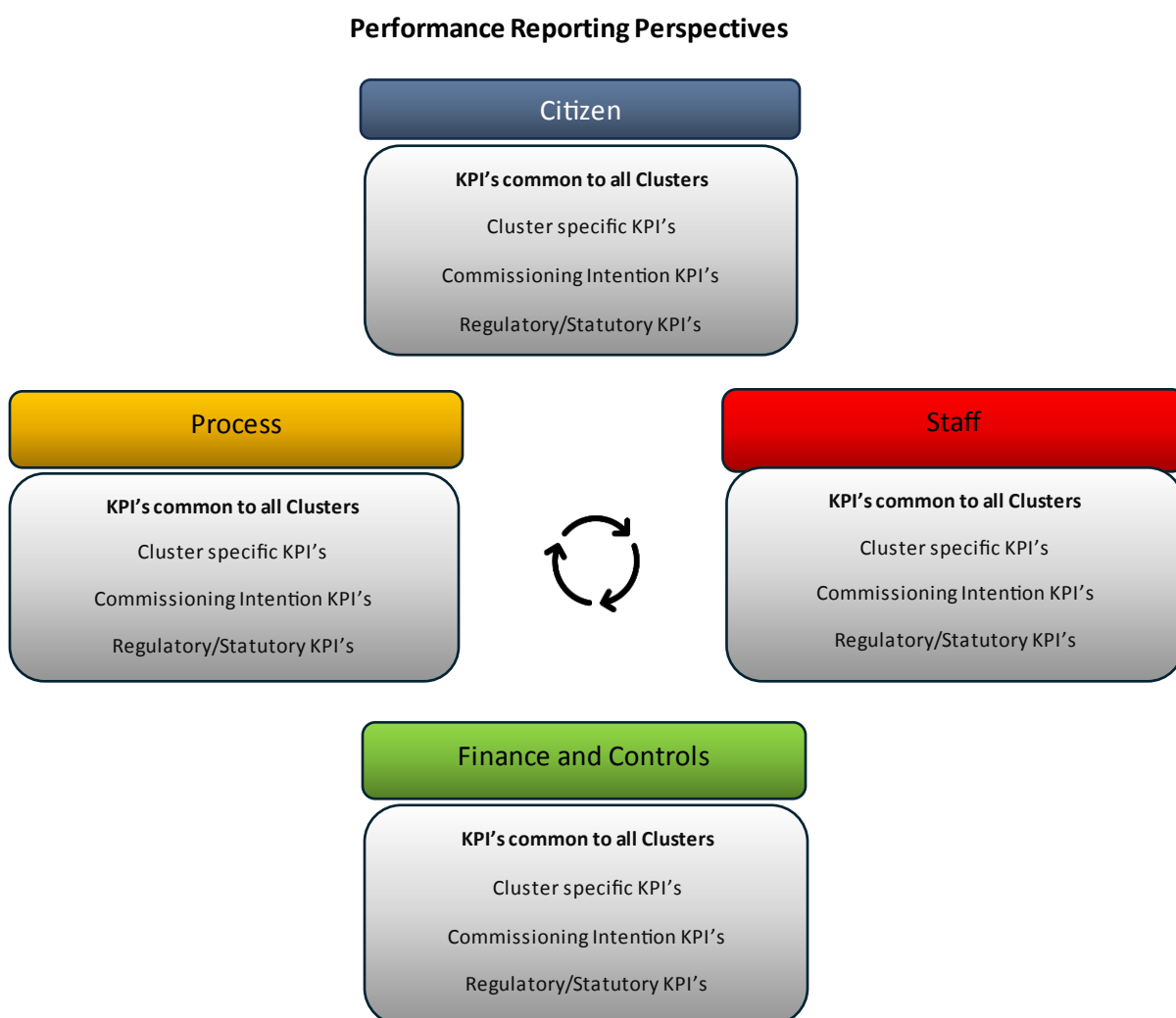
iii. Service Level Performance Monitoring and Reporting

Service level reporting, including reflection on Service Standards and linked Key and Statutory Performance Indicator (KPI and SPI) measures, are embedded in full within reporting to the relevant 'parent committees' and through the Council's Performance Board (see role of Performance Board below)

This offers assurance, and accountability, around the direction of travel of service performance in the context of the commissioning cycle. Regular review, alongside consideration of benchmarking data, helps identify areas for focused improvement.

iv. Additional Performance Monitoring and Reporting

Additional, thematic performance reporting to committees will be scheduled, as appropriate, to provide timely and full analysis in key areas e.g. annual educational attainment performance and benchmarking against national data releases.



In combination, each of these key Performance reporting perspectives, are incorporated within Aberdeen City Council's approach to quality improvement. This approach also includes other factors that influence the quality of provision such as leadership, the effectiveness of our core process platforms, and staff resource application & management.

Committee Performance Reporting

Each Cluster will report a service performance scorecard to the relevant Committee as outlined below

Service level outputs from a single Function or Cluster may be reported to more than one Committee where the Terms of Reference support this disaggregation of accountability.

The table outlines the 'parent performance committees' for each Function and Cluster

Function	Cluster	Committee
Families and Community Services	Education and Lifelong Learning, Children's Social Work & Family Support, Corporate Landlord, Housing	Education and Children's Services, Finance and Resources, Communities, Housing & Public Protection
Corporate Services	Commercial and Procurement	Finance and Resources
	Digital & Technology	Finance and Resources
	People & Citizen Services	Finance & Resources, Communities, Housing & Public Protection
	Data Insights (HDRCA)	Finance & Resources
	Governance	Finance & Resources, Communities, Housing and Public Protection
	Finance	Finance and Resources
City Regeneration and Environment	City Development and Regeneration	Finance & Resources
	Strategic Place Planning	Finance & Resources
	Operations	Net Zero, Environment & Transport
	Capital	Finance & Resources

The Audit, Risk and Scrutiny Committee operates independently of these Committees, offering a further level of oversight linking with the management of risk, within and across individual Clusters and Services, which contributes to the management of performance at a corporate level within Council processes.

Council performance related information is also encompassed within reporting against strategic themes to the Net Zero, Environment & Transport and Anti-Poverty and Inequalities Committees.

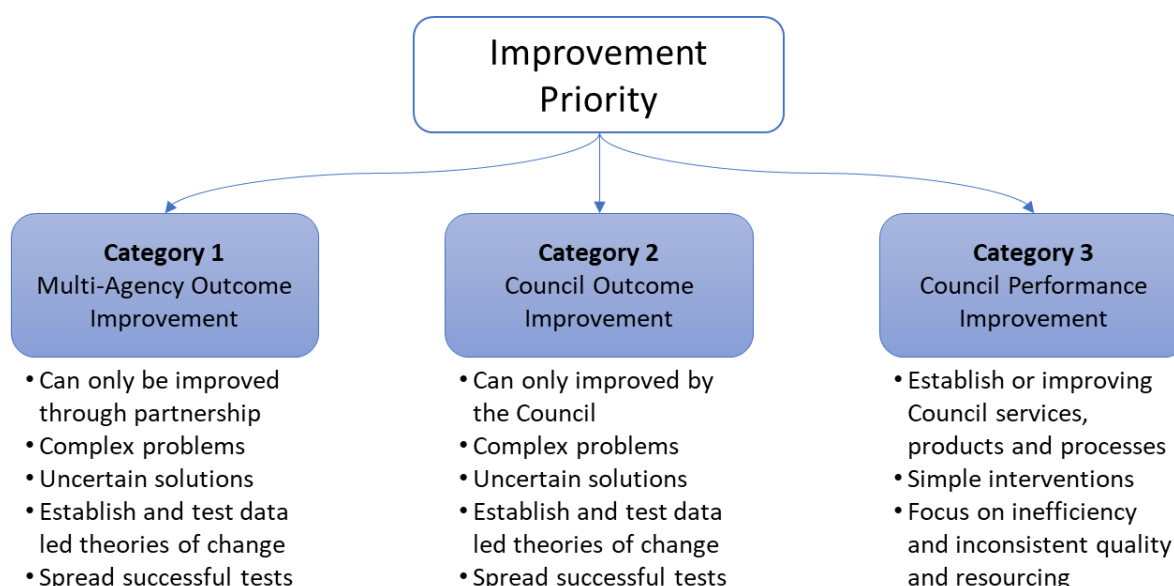
Although the latter Committee itself currently does not serve as 'parent' Committee in the context of individual Cluster performance reporting, it provides oversight of each Cluster's collaborative work around the theme of addressing poverty and inequality.

Accountability for Improvement

A systematic approach is taken to identify, plan and deliver improvement. The scrutiny of performance in both outcomes and service delivery, described above, provides the data and analysis to identify improvement priorities.

Whilst there is a continuous focus on improvement, in reviewing performance reports, the Council's committees, as well as officer groups (e.g. Performance Board; Extended Corporate Management Team (ECMT)), can consider and agree areas where formal improvement activity should be initiated. For each priority improvement area identified the undernoted steps are followed: -

- i. Define the desired improvement- a description of the issue to be addressed / the performance to be improved. It identifies the gap between current state and desired state.
- ii. Identify the nature of the improvement- there are 3 categories of improvement project. The improvement methods applied, and the tools used will vary, depending on which category the project falls in to. The categories are: -



- iii. Establish and implement improvement projects

Category 1 - Identified and agreed by Community Planning Aberdeen following the "Quality Improvement" methodology. Council officers lead or support the delivery of individual improvement projects.

Category 2 - Identified and agreed by the Council's committees or the Corporate Performance Board. The method of improvement used will take an explorative, agile approach suitable to dealing with complex challenges, where the problem and solution is not fully understood at the outset.

Category 3 - Identified and agreed by the Council's committees or the Corporate / Extended Corporate Management Team. The methods of improvement used will focus on understanding, mapping and establishing or improving services, products and processes, removing inefficiency & improving consistency, feedback and quality.

- iv. Monitor the effectiveness of improvement projects -

Category 1 projects are monitored by Community Planning Aberdeen. Category 2 and Category 3 improvement projects will be recorded, and progress monitored by the Performance Board against the agreed project stages below.

- | | |
|---|---------------------------------------|
| 1. Improvement area identified and agreed | 6. Testing underway |
| 2. Draft Outline Project Charter/Plan and team in place | 7. Initial indications of improvement |
| 3. Understanding baseline of current system | 8. Improvements achieved |
| 4. Project Charter endorsed by Project Board | 9. Sustainable improvement |
| 5. Change ideas and project measures developed | 10. Project complete |

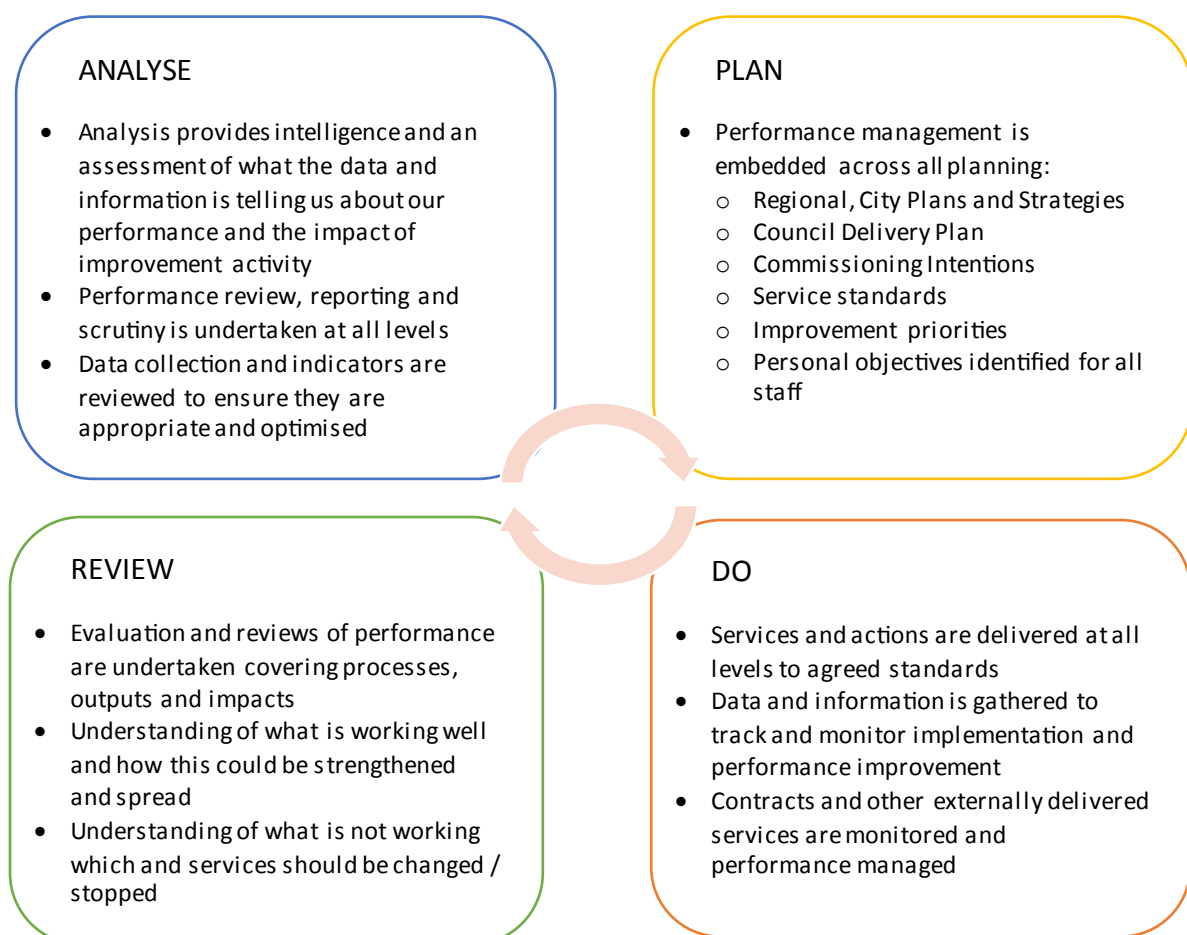
Performance Board's Role in the Improvement Cycle

The Council's Executive Director-led officer Performance Board, meeting monthly, acts as a gateway to facilitate, support and identify improvement projects through in-depth scrutiny of current operational performance at differing levels. including the application of benchmarking to drive improvement in the context of Aberdeen City Council's comparator local authorities.

It also seeks to bring together knowledge from across Council services to ensure that a cohesive, and standardised, approach to improvement is applied which enhances the learning gained from each improvement project. This, in turn, supports and informs the approach taken within new projects and encourages un-siloed collaboration where the consequential impacts and contributions of multiple services are central to project delivery success.

THE PLANNING, IMPROVEMENT AND PERFORMANCE MANAGEMENT CYCLE

Our approach to performance management mirrors the Council's commissioning cycle: Analyse, Plan; Do; and Review. This cycle ensures an integrated approach to performance management and planning, where information and intelligence supports delivery and enables scrutiny of existing priorities and leads the development of learning, forward planning and commissioning.



EVALUATION IN OUR COMMISSIONING CYCLE

A key element of managing performance is the use of data, information and intelligence to evaluate whether the things we are doing are having the impacts that a) they need to have and b) we expected them to have. This applies to:

- services delivered by the Council
- services delivered with and by partners and providers, including contracts
- policy interventions and other tests of change

Councils perform a diverse range of functions in many ways and, consequently evaluation can be undertaken using a variety of analytical methods depending on which suit each circumstance. The choice of method depends on a wide range of factors, but evaluation answers:

- What was the impact? Did we realise the stated ambitions?
- Did we do what we said we would? How was the service delivered?
- Did we generate value for money? Is this the most cost-effective means of achieving impact?

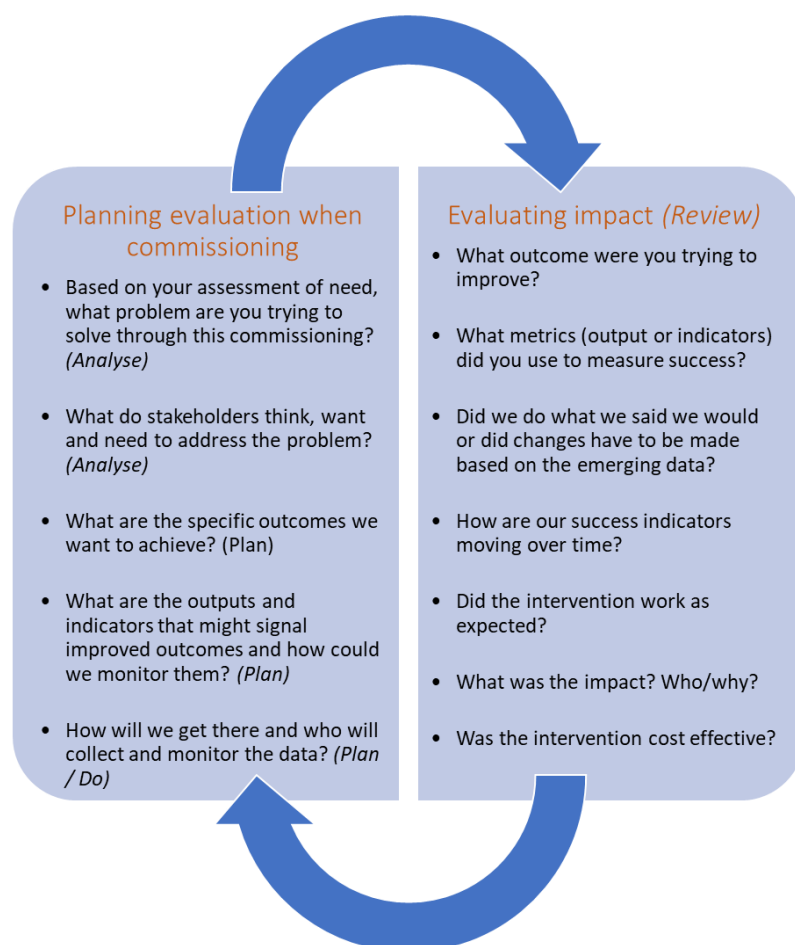
For evaluation to be effective, as policies are designed and services commissioned, consideration needs to be given to how impact will be measured. The figure below shows how evaluation is built into each stage of the Council's Analyse; Plan; Do; Review commissioning cycle.

Factors that will determine the nature of evidence used to support evaluation include:

- scale, complexity, innovation
- the objectives to be realised
- types of impacts and timescales over which they might occur
- what 'post event' legacy monitoring is required
- availability of information and data

In 2025/26, these principles of evaluation will be applied across the range of commissioned activity. The Strategy Board will oversee a programme of selected high-level evaluations.

The Demand Management Control Board will oversee evaluation of contracts.



MODERNISING HOW WE USE DATA

Data Management

The Council continues to invest in modern approaches to the management of data, including the use of PowerBi to visualise and support analysis. As expressed within our Commissioning Intentions, in 2025/26, Aberdeen City Council will continue to work towards implementation of value-added corporate data management and analytics platforms to:

- consolidate data from various sources, reducing data silos and ensuring users have access to accurate and up-to-date information
- transform and clean data, making it consistent and usable for analysis purposes
- implement improved data governance and standards
- leverage advanced analytics techniques including machine learning and predictive analytics

This technology and our broad approach to data management directly supports performance management. It allows us to access and understand more clearly what current performance is and provides richer data for predictive analytics. This allows decision making to be increasingly responsive to, and informed by, insights.

Digital and Data Strategy and Use of Interactive data tools

This approach internally mirrors themes outlined in the Council's Digital and Data Strategy around self-servicing of data availability to enhance the reviewing of performance in a more holistic manner to both better predict demand and the consequential connections between improvement activities.

The Council uses extensive interactive reporting to support operational delivery of services as well as analytics, contract management and public performance reporting. We continue to develop our "Managers Portal" and our use of PowerBi to visualize, analyse and share data and insights, moving towards performance management and scrutiny being a continuous process rather than event led.

Data Democracy

Alongside the technical infrastructure, there is a continuous focus on developing data democracy* at all levels of the Council, which supports the collaborative development of not only the tools required to meet data intelligence need but also the capacity to interpret and analyse this information.

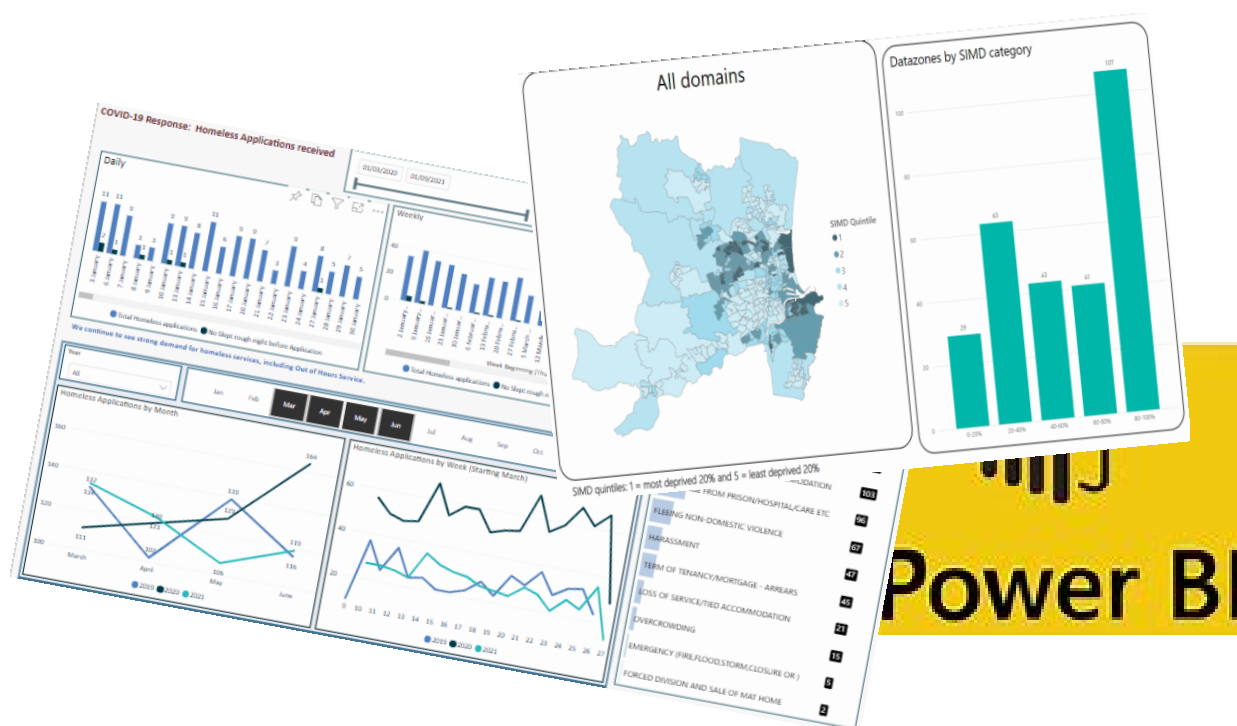
*Data democracy is defined as a process of enabling everyone, at all levels of technical ability, to work with data comfortably, to engage in discussions about it confidently and ultimately make data-informed decisions.

Aberdeen City Council's Data Maturity Journey

In the context of the management and use of data within Aberdeen City Council, we have reflected on national publications over the past 12 months which assist in our understanding of where, as an organisation, we are in terms of Data Maturity, and how working with partners is enabling our progression against this scale.

The most recent of these <https://www.local.gov.uk/publications/local-government-data-capacity-and-capability-survey-local-authorities-october> published by the Local Government Association, operating across English local authorities, offers an evaluation of where these organisations placed themselves in this critical area of development.

A similar ad-hoc exercise, based on the parameters outlined in this survey, would suggest that Aberdeen City Council would currently sit in Level 4 in terms of organisational Data Maturity taking account of the structures, data strategies and resources applied to this theme.



MODERNISING HOW WE REPORT - PUBLIC PERFORMANCE REPORTING

The Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation. Public Performance Reporting, which all councils have a statutory duty to undertake, is one of the key elements in delivering on that.

The Council currently provides a range of performance information to the public through various media and consolidates corporate Public Performance Reporting through the Council's website <https://www.aberdeencity.gov.uk/services/strategy-performance-and-statistics>

The Council Delivery Plan Annual Review Report, produced each year, substantively collates and analyses the wide tranche of performance data in support of the Council's statutory duties, encompassing the full suite of Key and Statutory Performance Indicators, alongside outcome and management information-based measures. In 2025 an ["accessible" version](#) of the Plan was published online for the first time and will be replicated in future years.

Reporting of performance against National and Virtual Comparator (for education attainment) benchmarks, and that of other comparator Local Authorities, through engagement with and reflection on data contained in the [Local Government Benchmarking Framework](#), is embedded within Committee reporting.

Over the course of the past 12 months, this latter comparison tool has become increasingly important in the context of how Aberdeen City Council scrutinises its relative performance, identifies areas for improvement and supports the work of the Council's Performance Board.

The Council publishes both Council and partners’ “Open Data” to the wider community to promote transparency and encourage innovation around that data and, through website provision, actively signposts scrutiny of the Council’s performance through the increasing range of publicly available, independent, national publications, including the outcomes of formal inspection activity.

The Scottish Government’s response to, and directions from, the refresh of the Open Government National Action Plan will provide additional guidance to Local Authorities around the use of pro-active performance publications as a tool for informing public scrutiny.

PLANNING AND PERFORMANCE MANAGEMENT ARRANGEMENTS

The Framework establishes arrangements at Council; Function; Cluster; Service and individual levels. Performance management arrangements at Regional and City levels have been established by responsible bodies and forums. The figure below shows the planning activity and corresponding performance management arrangements at these levels.



COUNCIL PLANS AND PERFORMANCE MANAGEMENT

Aberdeen City Council – Planning

i. *Council Delivery Plan*

The Council Delivery Plan is agreed annually at the Council’s budget setting meeting and brings together:-

- Commitments set out in the Policy Statement
- Outcomes and measures from the LOIP and Locality Plans, including Council commissioning intentions
- Commitments and actions arising from regional and city strategies
- Government policy and legislative duties
- Transformation activity

ii. *Council Strategy Suite*

The Council, like all Community Planning Partners, develops organisational strategies ensuring that resources are strategically aligned to facilitate the delivery of regional and city priorities. The strategy suite includes several “Enabling Strategies” (Customer, Digital & Data; Estate &

Asset; Workforce; and Intervention & Prevention) developed to support the implementation of the Council Delivery Plan.

iii. ACC Commissioning Intentions

The Council annually considers the services it requires to deliver, and how these will most effectively be commissioned. Annual commissioning intentions are agreed which define the Council's contributions to the LOIP. These direct re-commissioning, de-commissioning, required service actions and standards.

iv. Transformation Programme

Transformation activities to deliver the Council's Target Operating Model are set out with in the Transformation Programme and supporting projects.

v. Council Policies

ACC determines which policies are required to help deliver its priority outcomes and transformation activity.

COUNCIL PLANS AND PERFORMANCE MANAGEMENT

Aberdeen City Council - Performance Management

i. Council Delivery Plan

Progress against the commitments within the Council Delivery Plan are monitored, analysed and reported annually. This incorporates commissioning intentions and associated key measures; project milestones and deliverables.

- | | |
|----------------------|--|
| When / Where: | - Annually to Council |
| | - Quarterly to Performance and Strategy Boards |
| By Whom: | - Data Insights (HDRCA), with involvement of all functions |

Regular monitoring of all commitments and measures within the Council Delivery Plan

- | | |
|----------------------|---|
| When / Where: | - Appropriate senior management teams |
| By Whom: | - Data Insights (HDRCA) with involvement of all functions |

ii. Council Strategy and Policy Suite

- | | |
|----------------------|---|
| When / Where: | - Targeted and prioritised monitoring at Strategy Board and Performance Board |
| By Whom: | - Programme Management Office, Data Insights (HDRCA) |

iii. Transformation Programme

Regular and standard reporting of delivery of the Transformation Programme and supporting projects. ^[OBJ]

- | | |
|----------------------|---|
| When / Where: | - Each meeting of Transformation Board |
| | - Programme and Project Governance structures |
| By Whom: | - Programme Management Office |
| | - SROs, Programme and Project Managers. |

iv. Operational Performance and Organisational Health

A summary of key corporate level Citizen; Processes; Finance and Control; and Staff indicators.

When / Where: - Quarterly to Performance Board and ECMT
By Whom: - Data Insights (HDRCA)

Cluster and Service level performance and organisational health measures.

When / Where: - Each meeting of the Performance Board
By Whom: - Data Insights (HDRCA)

CLUSTER LEVEL PLANNING AND PERFORMANCE MANAGEMENT

Aberdeen City Council – Planning

i. Service Standards

The Council's commissioning intentions have been agreed through the Council's Delivery Plan for 2025/26. These define the Council's contributions to the LOIP, frame the ask of our in-house commissioned services and inform the development of service specifications and service standards. The allocation of resources is considered in the context of the standards to which those services will be delivered. Service standards have been categorised as relating to: -

- The availability of the service
- The responsiveness of the service
- The quality of the service
- Eligibility for the service.

2025/26 Service Standards were agreed at the Council's Budget meeting on 5th March 2025 and will be monitored and reported on throughout the year. This reporting, where linked, is supported by alignment with the Council's Statutory Performance Indicator suite and reflections against the Local Government Benchmarking Framework.

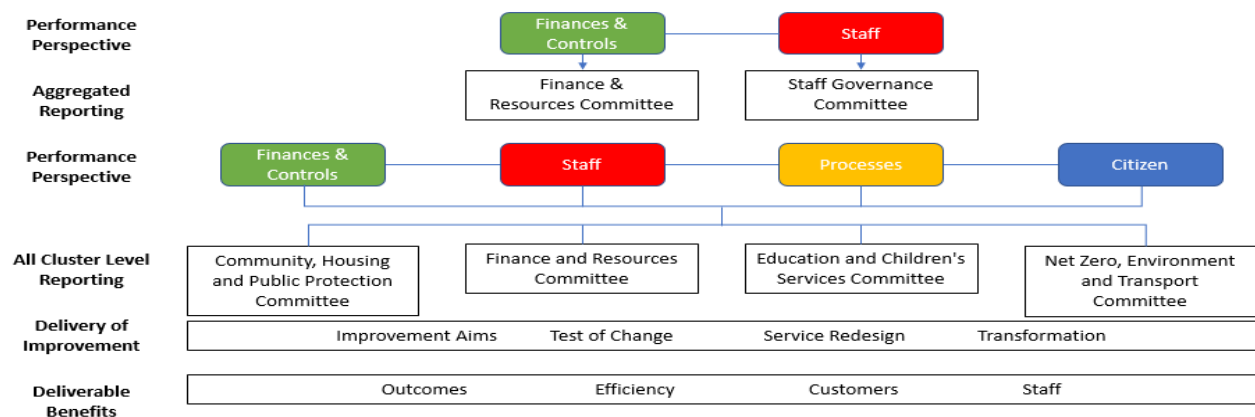
ii. Improvement Aims and Actions

As described above, the management of performance requires a systematic approach to improvement to deliver improved services and outcomes. The Council will use a suite of approaches and tools to manage that improvement activity.

All clusters identify clear, intelligence driven, improvement aims and actions which will support the delivery of service improvement and the delivery of improved of the outcomes as agreed through the LOIP, Locality Plans and the Council's commissioning intentions.

CLUSTER LEVEL PERFORMANCE MANAGEMENT

The template below sets out how the Council will manage aggregated and cluster level performance reporting across four perspectives: Citizen; Finance & Controls; Processes; Staff and that these perspectives will underpin regular performance reports to the Council's committees throughout 2025/26, enabling members to undertake scrutiny.



Performance Scorecards

Scorecards are an essential tool within our management system for helping elected member and managers know whether the organisation is succeeding and whether our transformation efforts are on track.

Each cluster identifies key performance indicators (KPIs), which relate to and measure performance in the delivery of cluster outcomes and intentions for each of the perspectives below. These KPIs are reported through a performance scorecard model.

Elected Members

When / Where: Meetings of the Council's Committees as per agreed reporting schedule

By Whom: Each Cluster / Service supported by Data Insights (HDRCA)

Corporate Management

When / Where: Each meeting of the Performance Board on a rotational and exception basis

By Whom: Each Cluster / Service supported by Data Insights (HDRCA)

Service Management

When / Where: Regular Senior Management Team meetings

By Whom: Each Cluster / Service supported by Data Insights (HDRCA)

Presentation of scorecard reports to Committees and Senior Management are structured in line with the Performance Reporting Perspectives outlined and, in line with the reporting frequency of the measures, and whether targets/RAG status are appropriate, will include the following elements:

Indicator	Period 1	Period 2	Period 3	Target	RAG	Trend
Citizen Perspective						
% of ...	x %	x%	x%	x%	Green	↑
Finances & Controls Perspective						

No. of ...	10	10	10	9	Amber	↑
Processes						
% of ...	x%	x%	x%	x%	Red	↑
Staff Perspective						
Level of ..	x%	x%	x%	x%	Green	↑

Analysis

Jointly provided by service management and Data Insights (HDRCA). To include description of performance and trends; reasons for variation from forecast / target performance; ongoing reference to benchmarks; mitigation of risks.

Quality Assurance

Additional reporting has been introduced in 2025/26 to bring together governance and procurement assurance dashboards for all Clusters.

Quality Improvement

Work has been ongoing during 2024 and 2025 to embed a consistent approach to quality improvement frameworks across each of the Council's organisational clusters.

Improvement Aims and Activity

Jointly provided by service management and Data Insights (HDRCA). Using improvement approaches and tools to set out prioritised improvement aims for service performance and delivery of outcomes and analysis of the impact of improvement activity

INDIVIDUAL PLANNING AND PERFORMANCE MANAGEMENT

The Performance Management Framework supports our Guiding Principles and Core Capabilities.



Continuous Review and Development (CR&D) is the Council's scheme for aligning all employees' personal objectives to the Council's priorities and for supporting staff achieve the right levels of performance.

CR&D focuses on continuous improvement and feedback through ongoing one-to-ones and communication between line manager and team members throughout the year. It is built around

the Job Families based [Capability Framework](#) and self-assessment so that we can understand what knowledge, skills and behaviours are needed for our roles and put in place any necessary development by updating a development plan.

It is important that employees understand the outcomes the Council expects to deliver for the city through the Local Outcome Improvement Plan as well as the transformation activities which are further maturing and developing Council delivery within the context of the Target Operating Model.

Managers and employees must consider how every job supports those outcomes and how personal objectives tie in with this. In this context, CR&D emphasises regular quality conversations between employees and line managers to reflect on achievements and development needs and to plan ahead.

Reflection against the Capability Framework, [Continuous Review and Development](#) and related employee supports, including [development opportunities](#) are embedded, and accessible to all employees within the Council's on-line provision, supplemented by the face-to face CR&D meetings outlined above, along with regular (and bespoke) team briefings within individual services.

SUMMARY OF REVIEW AND REFRESH PROPOSALS FOR 2025/2026

1. Additional consideration has been given to the revised requirements of the Accounts Commission 2025 Guidance around Performance Reporting, which is a significant tool in terms of demonstrating meeting of our wider Best Value requirements. This is reflected in proposals for (i) additional regular application and use, for example, of LGBF comparator data as standard within both operational and strategic level reporting, and (ii) within evaluations of Aberdeen City Council's relative performance in the context of identifying improvement priorities.
2. The Guidance also brings forwards the statutory timeline for publishing corporate performance information into the public domain from the present 12 month deadline to within six months of the end of each financial year. This, in the subsequent fiscal year, may influence the timings of reports, such as the Council Delivery Plan Review, to Council/Committee.
3. Engagements with the Council's External Audit team over the course of the year have highlighted the benefits of reflecting Council performance with more consistency across reporting of outcomes and within policy documents. Meeting this proposal will mean that Members, and the general public, can expect to see performance data featuring in a greater number of our reports, and with increased cohesiveness, effectively extending the 'reach' of the Performance Management Framework in our Committee reporting.
4. The use of data analytical assistance, including those provided by AI tools, (e.g. MS Co-pilot) will increasingly support our Performance Management Framework, both in the delivery of improvement activity itself and the public performance reporting obligations placed on us as a local authority. Use of these tools is at an early stage, but it may be anticipated that the additional analytical capacity provided will start to be reflected in performance reporting to officer -led boards and Committee during the course of the current financial year.
5. Feedback, and instructions, from each Committee throughout the course of year relating to the use of the Performance Management Framework, including how this information is presented, has been collated and scrutinised by officers. Resultantly, services and Members can anticipate that this feedback, and incorporation of work from an additional, recently commissioned,

Council-wide quality assurance project, will result in a more cohesive and consistent approach to improvement, with lessons being learned and shared more widely between and across Clusters

6. It is proposed that Committee-based performance reporting (and scrutiny) of the Digital and Technology services, based on the current PMF reporting parameters and measures, transfer from the Communities, Housing and Public Protection Committee remit. Going forwards, the Finance and Resources Committee, based on alignment with the general terms of reference of this latter Committee, would become the 'parent committee' for this service in terms of performance accountability.